

**THE CONNECTICUT HEALTH INSURANCE EXCHANGE  
d/b/a ACCESS HEALTH CT**

**REQUEST FOR PROPOSALS (RFP)  
FOR  
CALL CENTER SERVICES**

January 21, 2016



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## 1. BACKGROUND / OBJECTIVE

Since the passage of the Patient Protection and Affordable Care Act (“ACA”) in March of 2010, and Governor Malloy’s signing of Public Act 11-53 in July of 2011, the State of Connecticut (the “State”) quickly worked to build an effective and functional state-based marketplace (“SBM”) through the establishment and operation of the Connecticut Health Insurance Exchange d/b/a Access Health CT (the “Exchange”), a quasi-public agency of the State.

The Exchange’s primary mission is to increase the number of insured residents in Connecticut, promote positive health outcomes, lower costs and eliminate health disparities. To accomplish this mission and certain requirements of the ACA, the Exchange has developed an online health care coverage shopping and enrollment experience for state residents and small businesses, as well as an extensive communication and enrollment infrastructure to inform Connecticut residents of healthcare coverage options and facilitate enrollment through the Exchange.

The Exchange shares an online application system with the State of Connecticut Department of Social Services (“DSS”), the single state agency for Medicaid and CHIP (Children’s Health Insurance Program). Subsequently, the health coverage available through the Exchange includes HUSKY Health Programs as well as Qualified Health Plans through private health carriers. Because Medicaid calls constitute approximately 85% of call activity during non-OE months, DSS is a major stakeholder in the successful operations of the Exchange.

The ACA and its implementing regulations require SBMs to provide a number of customer assistance tools, including a toll-free call center to provide information and assistance to customers. The call center receives inquiries from individual consumers and answers their questions about healthcare coverage eligibility, enrollment, rates and benefits. It further assists them in enrolling in Qualified Health Plans (“QHPs”), Medicaid and CHIP, refers calls to certified brokers to assist them with health plan selection, and otherwise fulfills the requirements of 45 CFR § 155.205.

Currently, the Exchange has a call center operated from three (3) locations. Responses to this RFP should provide for at least one primary call center located in Connecticut. (Call volume data is provided in Appendix A, Section II—Call Volume). Call center representatives answer general questions about programs offered through the Exchange (Tier 1) and guide consumers through an application to determine eligibility for Qualified Health Plans, Medicaid and the Children’s Health Insurance Program, and enroll consumers in health care coverage (Tier 2). The Exchange’s internal support team (Tier 3) handles more complex issues that arise as part of this process and, accordingly, such Tier 3 services are not part of this RFP. Key business processes that form the core of call center services can be found in Appendix G—Business Process, Training & Technical Operating Information.

The Exchange expects a call center service provider to be able to demonstrate capability to deliver these key business processes as well as offer opportunities for improvement in these and other processes based on their expertise and best practices in delivering similar ACA capabilities in their other client projects.

## **A. Purpose of RFP**

The purpose of this RFP is to select a vendor to provide call center services on a platform that provides an enhanced level of technology and service capability to the Exchange in servicing calls received. The selected Respondent will be responsible for overseeing all necessary transition tasks including, if a new vendor is selected, a transition of call center operations from the Exchange's current service provider. The Exchange encourages minority, women-owned, and disadvantaged businesses to respond to this RFP.

The Exchange is focused on continued improvements to the customer experience and is examining the role of outsourcers, such as its call center vendor, in achieving its goals. Respondents to this RFP must be prepared to make changes rapidly in response to improvements that the Exchange deems necessary to enhance the customer experience.

Additionally, the Respondent's service platforms must be able to capture and generate an end to end customer information repository.

## **B. Key Operating Objectives**

The Exchange expects its call center vendor to provide the following to the consumers of Connecticut:

- E. Exemplary service - Provide clear, concise and accurate information and eligibility enrollment services in an efficient manner to consumers contacting the call center.
- F. Effective call center - Staff the call center with highly trained, knowledgeable, and efficient representatives who will handle calls in an accurate and expeditious manner.
- G. Provide timely and complete management information – Provide Exchange access to and be transparent and highly responsive in all reporting of the Exchange's operating data back to the Exchange and its stakeholders as requested.
- H. Manage to Annual Budget - Operate effectively within the constraints of the Exchange's annual operating budget approved by the Board of Directors and the State of Connecticut.

It is anticipated that the chosen vendor will provide telephonic infrastructure, staffing and related platforms to the Exchange. Such services will include the capability to: develop and draft call center operating policies and procedures; provide flexible and responsive management reporting; and demonstrable capabilities for rapid process and system change to accommodate evolving operating needs – especially as it pertains to correcting inefficiencies and gaps in quality and operational controls. The vendor must demonstrate significant expertise and experience in the aforementioned areas and have the capacity to serve the Exchange in a highly responsive manner within limited timeframes, if required. Significant

previous experience providing call center services to a substantially similar organization in an efficient and responsive manner will also be an important consideration. References will be requested.

The selected vendor must be prepared to enter into a contract with the Exchange, substantially meeting the Minimum Required Contract Provisions set forth in Appendix I. The term of the contract will not exceed three (3) years.

### **C. Customer Experience**

The Exchange aims to provide a seamless customer service experience to all consumers. Regardless of coverage type, responding firm's (each a "Respondent") training and service must ensure that consumers will be treated in a courteous, respectful and expedient manner.

Customer service operating requirements are established by an internal operations team in consultation with the Exchange's Board as well as the Centers for Medicare and Medicaid Services ("CMS") and the State of Connecticut's Department of Social Services.

The Respondent must be flexible and innovative in providing exemplary service, focusing on transitional and ongoing customer process enhancements for telephonic platforms, systems delivery, expansion of product lines, and the ability to interact with Exchange stakeholders and service providers.

### **D. Standard Service Components**

The Exchange considers the following major call center service and technology components as part of its minimally acceptable Customer Service Experience Solution. The current Exchange call center architecture consists of a number of vendor/subcontractor licensed and/or owned sub-systems and interfaces. This list below is illustrative of those components and is not meant to represent a complete list at this time.

- Interactive Voice Response (IVR)
- Automatic Call Distributor (ACD)/Private Branch Exchange (PBX) Systems
- Soft Phones, IP Desk Phones and Digital Phones
- Call Management System
- Customer Resource Management System (CRM)
- Workforce Management System
- Call Recording and Agent Screen Recording System
- Reporting and Analytics Systems (Voice Analytics and Desktop Analytics)
- Intelligent Call Routing System
- Toll Free Network Service
- Toll Free Network Routing Platform
- Business Rules Engine for Hours of Operation/Per Site/Per Skill
- Outbound Dialer Notification Capabilities
- Agent, Skill Group, IVR, Call Routing and Toll Free Reporting

- Exchange -Developed Customer and Worker Portal Health Exchange platform
- Web-Based Self-Registration Application with Exchange Provided Registration Technical Assistance
- Consumer call event data repository (telephonic and service)

Respondents must also refer to the Scope of Work and Requirements Traceability Matrix (“RTM”) in completing their proposals. Those sections in this RFP provide additional detail on Exchange requirements in these and other areas.

### **E. Customer Resource Management (CRM)**

The Exchange considers the CRM to be a key strategic customer transaction and information platform and, over time, would plan to ensure that the CRM be integrated fully with the Exchange’s eligibility and enrollment system and a call center vendor’s telephonic platform and data.

The Exchange is assuming the CRM solution (Oracle/Siebel) that is being used by its current call center vendor will remain in place. However, the Exchange requires improvements to the organization of user flows, data, and reporting, including having access to data in sufficient detail to accurately examine trends for identifying root causes of worker inefficiencies, call lengths, call resolution and repeat calls. The Exchange also seeks a greater level of data integration between the CRM and the telephonics currently in place and the flexibility to manage change and access data directly.

As plans with respect to the CRM have not been finalized at the time of this RFP, Respondents’ bids should understand the potential for change and address both handling the CRM transition and ongoing management of the CRM at inception; and also provide a clear estimate of the considerations and cost decrease that would occur if the Exchange takes custody and management of the existing CRM.

Respondents who are recommending a CRM platform other than Oracle/Siebel should clearly identify any financial, operating or other benefits that the Exchange can expect as a result of using the proposed Respondent’s platform, as well as any additional costs that would be incurred as a result of a CRM transition. Additionally, Respondents recommending a proprietary CRM platform that would not be transferrable to the Exchange at some future point in the contract must clearly identify that constraint to the Exchange in the proposal. The Exchange expects transition costs would be minimized for a Respondent managing the current Oracle/Siebel CRM.

### **F. Contract Period**

The Exchange intends to commence a contract with the selected Respondent on or before April 1, 2016. The Exchange expects to contract for a term of no more than three (3) years, with the possibility of two one-year extensions at the Exchange’s option. The Respondent must affirm they are willing and capable of meeting or exceeding a contract effective date of April 1, 2016



for final contract signing. The Exchange reserves the right to adjust the term prior to contract execution in its sole discretion. Respondent shall propose pricing for the initial term and the two option periods.

Additionally, Respondents must note that the contract will be subject to change, including termination, based on State budget and operating constraints, which are assessed annually, as well as CMS orders affecting the Exchange.

## 2. SELECTION CRITERIA

The Exchange's evaluation committee will assess responding firms on the basis of their timely-submitted proposals to this RFP, additional written information that may be requested by the Exchange and, if requested by the Exchange, oral interviews. The goal of the evaluation committee is to select the Respondent that provides the best combination of qualifications, demonstrable positive experience in transitioning and ongoing operations, available experienced resources, and cost. The evaluation committee may determine that it is in the best interests of the Exchange to select one firm to provide the services or a combination of firms each providing specific services to the Exchange.

The evaluation committee may consider the following non-exclusive factors in making its selection:

### A. Experience and Qualifications

- a. Depth and quality of experience in providing call center services to other exchanges (whether SBM or private) of comparable scope and size within the last three (3) years. Responses should document this experience using the structure in Appendix J- Responder Qualifications.
- b. Depth and quality of experience in transitioning call center services for other ACA exchanges of comparable scope and size and transition experience with the Exchange's current call center vendor.
- c. Depth and quality of experience of assigned personnel in the areas of health care and health operations – particularly ACA and Medicaid eligibility and enrollment service processes.
- d. Depth and quality of experience with other State of Connecticut entities (not exclusive to DSS or other health-related projects).
- e. Depth and quality of demonstrable experience in continual improvements that reduce costs (e.g., handle-times, first call resolution, repeat callers and staff turnover). Specific examples of outcomes achieved and references that will be able to discuss such achievements must be provided. See Appendix J - Responder Qualifications.
- f. Qualifications of assigned personnel, including the experience and availability of the lead account executive and other executives and key employees that will provide the requested services to the Exchange.
- g. Clear identification of the Respondent's decision makers, their role in the project and process to accommodate and deliver on requests or resolution of issues in a timely

manner.

- h. Provision of a clear, accessible and responsive executive escalation process beyond the Respondent's lead account executive to resolve critical issues between the Respondent and the Exchange.
- i. Demonstrated ability to work closely and cooperatively with client operations teams using tools and procedures that are reflective of timely communication, flexibility, and responsiveness in implementing needed changes.
- j. Equal employment opportunity record as evidenced by the composition of Respondent's personnel and the Respondent's affirmative action and equal employment opportunity policies and practices.
- k. Record of compliance with all applicable federal and state rules statutes and orders.
- l. Results of reference checks; particularly with respect to results in transition management, service capabilities, cost effectiveness and executive teamwork.

## **B. Alignment with Requirements**

- a. Clear articulation of ability to meet requirements – particularly as documented in the Requirements Traceability Matrix (RTM).
- b. Demonstrated capability to implement the Exchange requirements to access real time operations information of all assigned call center services (i.e., web-based "dashboards" resident at the Exchange and mobile platforms as needed) at Go Live.
- c. Demonstrated ability to consistently meet service levels as evidenced through the provision of any independent benchmarking organization. Copies of original benchmarking report provided (unreacted form).
- d. Demonstrated ability to meet annual budget targets and emerging constraints as evidenced through discussion with provided references.

## **C. Pricing and Cost Efficiency**

- a. Reasonableness of proposed pricing and demonstrated cost efficiency in transitioning and implementing required operational changes without excessive or unnecessary charges.
- b. Competitiveness of rate card.

- c. Clear identification of impact of KPI changes on PMPM pricing.
- d. Clear identification of impact of CRM option on PMPM pricing.
- e. Clear dialogue and level of transparency for underlying Transition pricing components and rationale.
- f. Clear dialogue and level of transparency for underlying PMPM pricing components and rationale.

**D. Other**

Among otherwise substantially equally qualified firms, demonstrated results (through provided narrative and reference checking) in well managed transitions, operating efficiency and competitive pricing will factor heavily in making a selection.

### 3. INSTRUCTIONS TO RESPONDENTS

*All Respondents must adhere to the following guidelines and requirements in submission of their proposal.*

#### RFP ADMINISTRATOR

The RFP Administrator for this project is:

David Lynch  
Access Health CT  
280 Trumbull Street  
Hartford, Ct 06103  
[RFP2016@ct.gov](mailto:RFP2016@ct.gov)

#### A. Proposal Schedule Key Dates

| Activity   | Date                     |
|--|--------------------------|
| Issuance of RFP  | 1/21/2016                |
| Notice of Intent to Bid                                    | 1/25/16                  |
| Written questions due by                                   | 1/29/2016 @ 12:00 PM EST |
| Answers posted by  | 2/8/2016 @ 5:00 PM EST   |
| Proposals due by   | 2/22/2016 @ 4:00 EST     |
| Oral Presentation for Selected Finalists                   | 3/7/2016 – 3/9/2016      |
| Respondent Award   | 3/17/2016                |
| Contract Start Date  | 4/1/2016                 |
| Final Transition Activities Completed from existing Vendor | 8/1/2016                 |
| Ready to Commence Full Contract Operational Services       | 9/1/2016                 |

#### B. Written Questions

Respondents may submit written questions regarding this RFP by no later than the date set forth above, by email only to David Lynch at [RFP2016@ct.gov](mailto:RFP2016@ct.gov). Late questions may not be answered. Answers to questions will be posted, only in the form of one or more addenda to this RFP and made available on the Exchange's website, <http://ct.gov/hix>, under the "Contact Us" tab beneath the heading "Doing Business with the Exchange." Respondents are responsible for checking the website for any addenda to this RFP.

From the date that the Exchange issues this RFP, until the date that it awards the final contract to the successful Respondent(s), interested Respondents must not contact any elected or appointed official or any employee or representative of the Exchange or the State of Connecticut for additional information concerning this RFP, except through Written Questions, as set forth above.

### **C. Submission of Sealed Proposals**

Each Respondent must submit a proposal that meets the requirements set forth in the “Contents of Proposals” section 3 (d), below, in a SEALED envelope or carton, clearly marked with “RFP – CALL CENTER SERVICES”, the RFP due date, and the name and address of the Respondent. Any submission that does not conform to these requirements will be opened as general mail, which may result in the submission not being timely received and not being considered.

Proposals must be sent by U.S. Mail or overnight delivery service to:

The Connecticut Health Insurance Exchange  
d/b/a Access Health CT  
280 Trumbull Street, 15<sup>th</sup> Floor  
Hartford, CT 06103  
Attn: CALL CENTER SERVICES RFP 2016

**All proposals must be received by the Exchange no later than the date in the Proposed Schedule Key Dates. Proposals sent by U.S. Mail must arrive by 4:00 p.m. on the due date.** Postmark dates will not be considered as a basis for meeting the submission deadline. Proposals received after the submission deadline will not be considered.

A Respondent’s submission of a proposal shall constitute, without any further act required of the Respondent or the Exchange, the Respondent’s acceptance of the requirements, administrative stipulations and all of the terms and conditions of this RFP, including those contained in contained in Appendix C. Proposals must reflect compliance with these requirements. Failure of the proposal to so comply may result in the Exchange’s rejection of the proposal. The Exchange will reject any proposal that deviates materially from the specifications, terms or conditions of this RFP. The Exchange will not consider proposals that contain even minor or immaterial deviations unless the Respondent provides sufficient justification for such deviations.

No additions or changes to any proposal will be allowed after the proposal due date unless the Exchange specifically requests the addition or change. The Exchange may, at its option, seek Respondent retraction and/or clarification of any discrepancy or contradiction found during the review of proposals.

## D. Contents of Proposals

To be considered, a proposal must include all of the following:

1. All information and responses requested by this RFP (including those in the “Responses Required in the Proposal” section below) should consist of the following sections, in the order below. Concise answers are encouraged.
  - A. Proposal Outline
    - a) Cover Letter
    - b) Table of Contents
    - c) Executive Summary
    - d) Organizational Capability
    - e) Approach and Methodology
    - f) Key Performance Indicators Summary
    - g) Project Timelines/ Transition Planning
    - h) Assumptions
    - i) Scope and Service Exclusions
    - j) Cost/Pricing Proposal (submit as separate file)
    - k) Value Added Services
    - l) Appendices
      - Completed Requirements Traceability Matrix (RTM)
      - Completed Forms and Certification
      - Resumes and Key Staff References
  - B. Responses should be formatted as follows:
    - a) **Paper Size:** prepared on 8 ½ x 11 inch paper
    - b) **Font Size:** using at least 12 point type with standard margins.
    - c) **Ready for Printing:** All electronic files submitted must be preformatted for printing.
    - d) **Format:** Must be submitted both in MS WORD and Adobe PDF format.
2. Fifteen (15) copies of all required or supporting documents organized in binders in the order specified above, and separated by tabbed dividers. Three (3) USB flash drives containing all documents in a format compatible with Microsoft Word and affording the user the capability of searching its contents, except that signature pages and forms that are not conveniently available in Word format may be provided in PDF format.
3. Completed forms a – f, listed below.
  - a. IRS Form W-9
  - b. Ethics Form 5 – Consulting Agreement Affidavit, (**Appendix C**) (Selected

Respondent(s) will be required to submit an updated Ethics Form 5 dated contemporaneously with contract execution.)

c. Ethics Form 7 – Iran Certification (**Appendix C**).

d. SEEC Form 10 – Acknowledgement of Receipt of the State Elections Enforcement Commission’s Notice of Campaign Contribution and Solicitation Limitations, (**Appendix C**).

4. A Certificate of Insurance that meets the insurance requirements laid out in the Minimum Required Contract Provisions (**Appendix I**).

#### **E. Responses Required in the Proposal**

1. Provide an Executive Summary.
2. Name the primary contact for the proposal and the names of the primary individuals who would work with the Exchange, and an explanation of their experience, relevant background and anticipated duties. Include brief resumes for each.
3. Provide a summary of any past projects that demonstrate your ability to meet the criteria described in Section 2 (“Selection Criteria”). Respondent should use the format described in Appendix C - Respondent Qualifications.
4. Explain the Respondent’s qualifications in light of the criteria set forth in Section 2 (“Selection Criteria”).
5. Disclose any past or present projects, assignments, or relationships that Respondent or any of its officials or employees has or has had that may create a conflict of interest or the appearance of a conflict of interest in performing call center services for the Exchange.
6. If you find any term or provision of the Minimum Required Contract Provisions in Appendix I unacceptable, identify the term, explain why it is unacceptable, and state whether failure to modify this term would result in your organization’s failure to execute a contract for this engagement.
7. Discuss any pending complaints or investigations of your services or general operations, made or concluded within the past five (5) years, to or by any regulatory body or court regarding the conduct, compliance, breach and/or performance of your organization or its predecessors, or any of its present or former members, employees, executives and/or associates. Include outcome of such complaints or investigations, including any financial penalty or operating constraint imposed.
8. Provide a detailed profile of all services and technology that the Respondent



uses that are third party product or service that would be used to provide call center services to the Exchange. Clearly indicate if this would be a dedicated service/platform for the Exchange, or a service/platform that is shared with other projects. If shared, disclose any operating constraints that having a shared service/platform may place on the Exchange.

9. Provide a detailed pricing proposal as specified in Section 14 – Pricing Proposals, including specific schedules for all pricing components broken out separately for transition work and ongoing call center services. List hourly rates for each category of employee who will work on the project during transition and ongoing operations (excluding clerical staff, whose time may not be billed). Fee proposals should reflect both the gross and discounted rates available to government, non-commercial or not-for-profit entities.
10. Provide a minimum of three (3) client references. Include the reference's name, company or organization, title, telephone number, email address, a description of the work performed (should be reasonably comparable to both transitioning and ongoing services sought in this RFP), and the dates of the work performed. At least two (2) references should be able to confirm your organization's ability to deliver continued improvements that resulted in reduced operating cost and quality improvements as required in Section 2 ("Selection Criteria").

#### **F. Stability of Proposed Fees**

Any fee proposal must be valid for the entire duration of the contract plus the option periods. The duration of the initial Contract will not exceed three (3) years.

#### **G. Independent Price Determinations**

In the proposals, Respondents must warrant, represent, and certify the following:

1. The fees and costs proposed have been arrived at independently, without consultation, communication, or agreement for the purpose of restricting competition as to any matter relating to such process with any other organization or with any competitor – including the Exchange or the State.
2. Unless otherwise required by law, the costs quoted have not been knowingly disclosed by the Respondent prior to the deadline for submission of proposals directly or indirectly to the Exchange, the State or any other organization or to any competitor.
3. No attempt has been made, or will be made, by the Respondent to induce any other person or organization to submit or not to submit a proposal for the purpose of restricting competition.

#### **H. Conformity and Completeness of Proposals**

To be considered acceptable, proposals must be complete and conform to all material RFP instructions and conditions. The Exchange, in its sole discretion, may reject in whole or in part any proposal if in its judgment the best interests of the Exchange will be served.

**I. Presentation of Supporting Evidence**

Respondents must be prepared to provide evidence of experience, performance, ability, financial resources or other items that the Exchange deems necessary or appropriate concerning the performance capabilities represented in their proposals.

**J. Misrepresentation or Default**

The Exchange may reject a proposal and void any award resulting from this RFP to a Respondent that makes any material misrepresentation in its proposal or other submission in connection with this RFP and contract execution.

**K. Disqualification**

Any attempt by a Respondent to influence a member of the evaluation committee during the proposal review and evaluation process will result in the elimination of that Respondent's proposal from consideration.

**L. Oral Agreement or Arrangements**

Any alleged oral agreements or arrangements made by Respondents with any State agency, the Exchange, or an employee or official of a State agency or the Exchange will be disregarded in any proposal evaluation or associated award.

**M. Offer of Gratuities**

Respondents must represent that no elected or appointed official or employee of the State of Connecticut or the Exchange has, or will, benefit financially or materially from the contract. The contract may be terminated by the Exchange if it is determined that gratuities of any kind were either offered to, or received by, any Exchange, State (elected or appointed) officials or employees, from the Respondent, agent(s), representative(s) executives, or employee(s). Such action on the part of the Exchange shall not constitute a breach of contract by the Exchange.

**N. Validation of Proposals**

Each proposal must be signed by an authorized official and shall be a binding commitment that the Exchange may incorporate, in whole or in part, by reference or otherwise, into the contract. The proposal must also include evidence that the person submitting the proposal has the requisite power and authority on behalf of the Respondent to submit and deliver the proposal and subsequently to enter into, execute and deliver, and perform the contract.

**O. Ownership of Proposals**

All proposals shall become the sole property of the Exchange and will not be returned.

**P. Amendment or Cancellation of this RFP**

Issuance of this RFP does not guarantee that the Exchange will award a contract to any Respondent. The Exchange reserves the right to withdraw, re-bid, extend or otherwise modify the RFP or the related schedule and process, in any manner, solely at its discretion.

The Exchange also reserves the right to:

- a) Consider any source of information in evaluating Respondents proposals;
- b) Omit any planned evaluation step if, in the Exchange's view, the step is not needed;
- c) At its sole discretion, reject any or all proposals at any time; and
- d) Open contract discussions with other Respondent(s) if the Exchange and the first selected Respondent(s) are unable to agree on contract terms as required.

**Q. Errors**

The Exchange reserves the right to correct clerical or administrative errors that may be made during the evaluation of proposals or during the negotiation of the contract and to change the contract award accordingly. In addition, the Exchange reserves the right to re-evaluate proposals and the award of the contract in light of information either not previously known or otherwise not properly having been taken into account prior to the contract award. This may include, in extreme circumstances, revoking the awarding of the contract already made to a firm and subsequently awarding the contract to another Respondent.

Such action on the part of the Exchange shall not constitute a breach of contract on the part of the Exchange since the contract with the initially selected Respondent would be deemed void and of no effect as if no contract ever existed between the Exchange and such Respondent.

The Exchange may waive minor irregularities found in proposals or allow the Respondent to correct them, depending on which is in the best interest of the Exchange. "Minor irregularities" means typographical errors, informalities that are matters of form rather than substance and evident from the proposal itself, and insignificant mistakes that can be waived or corrected without prejudice to other Respondents, as determined in the sole discretion of the Exchange.

#### **R. Freedom of Information**

The Exchange is a quasi-public agency and its records, including responses to this RFP, are public records. See Conn. Gen. Stat. §§ 1-200, *et seq.*, and especially §§ 1-210(b)(4) and 1-210(b)(5)(B). Due regard will be given to the protection of proprietary or confidential information contained in all proposals received. However, all materials associated with this RFP are subject to the terms of the Connecticut Freedom of Information Act ("FOIA") and all applicable rules, regulations and administrative decisions. If a Respondent is interested in preserving the confidentiality of any part of its proposal, it will not be sufficient merely to state generally in the proposal that the proposal is proprietary or confidential in nature and not, therefore, subject to release to third parties. Instead, those particular sentences, paragraphs, pages or sections that a Respondent believes to be exempt from disclosure under FOIA must be specifically identified as such. Convincing explanation and rationale sufficient to justify each exemption consistent with § 1-210(b) of FOIA must accompany the proposal. The rationale and explanation must be stated in terms of the reasons the materials are legally exempt from release pursuant to FOIA. Respondent should not request that its entire proposal, or the majority of the proposal, be confidential. Once a contract is executed, the contract and any submitted proposal will be considered public information. The Exchange has no obligation to initiate, prosecute or defend any legal proceeding or to seek a protective order or other similar relief to prevent disclosure of any information that is sought pursuant to a FOIA request. The Respondent has the burden of establishing the availability of any FOIA exemption in any proceeding where it is an issue. In no event shall the Exchange have any liability for the disclosure of any documents or information in its possession that the Exchange believes are required to be disclosed pursuant to FOIA or any other law.

#### **S. Notice of State Certification Requirements**

- A. The selected Respondent must execute a Gift and Campaign Contribution Certification (Ethics Form 1) (**Appendix C**) contemporaneously with the contract and deliver them together to the Exchange.

- B. Each Respondent must deliver a Consulting Agreement Affidavit (Ethics Form 5) (**Appendix C**) with its proposal, and the selected respondent(s) must deliver an updated form contemporaneously with contract execution. The selected Respondent(s) must amend Ethics Form 5 whenever the Respondent enters into any new consulting agreement during the term of the Contract.
- C. With regard to a large state contract, as defined in Conn. Gen. Stat. § 4-250, and pursuant to Public Act 13-162, each Respondent, if applicable, must certify that it has not made certain investments in Iran, and deliver an executed Iran Certification (Ethics Form 7) (**Appendix C**) with its proposal.
- D. With regard to a State contract, as defined in Public Act No. 07-1, having a value in a calendar year of \$50,000 or more or a combination or series of such agreements or contracts having a value of \$100,000 or more, the authorized signatory to the proposal in response to this RFP must expressly acknowledge receipt of the State Elections Enforcement Commission's notice (**Appendix C**) advising prospective state contractors of state campaign contribution and solicitation prohibitions, and will inform its principals of the contents of the notice.
- E. Pursuant to Conn. Gen. Stat. §§ 4a-60(a)(1) and 4a-60a(a)(1), as amended by Public Act 07-245 and Sections 9 and 10 of Public Act 07-142, every contractor must provide the State with documentation to support the contractor's nondiscrimination agreements and warranties. The certification form that satisfies this requirement is attached (**Appendix C**). The certification form must be signed by an authorized signatory of the selected Respondent(s) and submitted to the Exchange at the time of contract execution.

#### **T. Execution of Contract**

This RFP is the instrument through which proposals are solicited and is not a contract. Upon the Exchange's selection of a Respondent, the Respondent must enter into a contract with the Exchange following the Minimum Required Contract Provisions set out in **Appendix I**. The selected Respondent's proposal and this RFP may serve as the basis for additional Contract terms. If the Exchange and selected Respondent(s) fail to reach agreement on Contract terms within a time determined solely by the Exchange, then the Exchange may commence and conclude contract negotiations with other Respondents. The Exchange may decide at any time to start this RFP process again.

#### **U. Subletting or Assigning of Contract**

The contract or any portion thereof, or the work provided for therein, or the right, title, or interest of the Respondent therein or thereto may not be sublet, sold, transferred, assigned or otherwise disposed of to any person or entity without the prior written consent of the Exchange. No person or entity, other than the Respondent to which the contract was awarded, is permitted to perform work without the prior written approval of the Exchange.

#### **V. Compliance with Federal, State and Other Requirements**

In the contract, the Respondent will represent and warrant that, at all pertinent and relevant times to the contract, it has been, is and will continue to be in full compliance with all codes, statutes, acts, ordinances, judgments, decrees, injunctions and regulations of federal, state, municipal or other governmental departments, commissions, boards, bureaus, agencies or instrumentalities.

#### **W. Executive Orders**

The contract shall be subject to the provisions of Executive Order No. Three of Governor Thomas J. Meskill, promulgated June 16, 1971, the provisions of Executive Order No. Seventeen of Governor Thomas J. Meskill, promulgated February 15, 1973 and the provisions of Executive Order No. Sixteen of Governor John G. Rowland promulgated August 4, 1999.

## 4. SCOPE OF WORK

### A. Current Call Center Overview

The call center is one of the most public-facing elements of the Exchange's operations. It is critical for the Exchange that call center services consistently remain available during call center hours, operate efficiently and without undue delays, comply with ACA, federal and state law requirements, and meet customer and stakeholder expectations.

The Exchange has implemented an eligibility and enrollment system ("HIX"). Appendix G provides a high level overview of Exchange's technical operating models for HIX.

HIX enables consumers to access a web based "self-serve" capability to get a predetermination of health insurance coverage eligibility, potential premium costs, and Advanced Premium Tax Credits (APTCs) and shop for qualified health plans (QHPs). If the consumer is ready to enroll, HIX assists the self-serve consumer. Consumers that wish to initiate enrollment or complete an online enrollment with assistance by the Exchange may opt to do so over the telephone by calling the Exchange's call center.

The call center's customer service representatives (CSRs) use HIX through the "worker portal." CSRs have real-time access to a Siebel CRM and an Oracle Knowledge Management System (KMS) while working with the consumer during the call. The KMS provides the CSR with an electronic repository of reference materials to resolve the consumer's request. CSRs not only assist consumers with enrollment, but also help them with questions and transactions at any time during their relationship with the Exchange.

Upon completion and submission of the consumer's enrollment and eligibility information into HIX, the consumer data is presented in real time to the Federal Data Services Hub for identity and eligibility verification. The Federal Data Services Hub instantly verifies the consumer's income, residency status, determines if the consumer is already on Medicaid or Medicare and returns this information back to the HIX system for a consumer's eligibility determination. At this point the consumer is classified as either eligible for a QHP or Medicaid.

Appendix A – Tables and Figures - provides a high level overview of the call volumes Respondent will be expected to handle. The current call center vendor operates call centers from three locations, including one in Hartford, Connecticut. The peak call period is generally from November through the end of February each year, depending on yearly enrollment directives issued by CMS.

## B. Key Business Processes

The call center is instrumental to providing core customer service for enrollment and eligibility determinations. The Exchange's operating platform provides a seamless eligibility and enrollment process with Medicaid/CHIP. The Exchange has implemented a rules engine that determines eligibility for QHPs, APTCs, CSRs, and MAGI Medicaid and CHIP. The call center refers the MAGI Medicaid and CHIP eligible applicants to DSS for ongoing case management.

The call center is expected to support the **key business processes** detailed in Appendix G: Business Process Models. Additionally, the Exchange encourages the Respondent to propose ways that it will introduce best practices to ensure high quality customer service and coordination with the overall requirements of the Exchange and its stakeholders.

## C. Current Call Center Equipment/System Overview

For a current all Center Equipment/System overview, please refer to Appendix G—Business Process, Training & Technical Operating Information. . Responder should review this information in preparing their solutions and documenting their proposed equipment and systems platforms.

## D. Transition Timeline/Key Dates

The Respondent should be prepared to meet (and propose a project plan that meets) these key dates or clearly articulate alternative dates in their proposal:

| Event  | Date                                   | Notes |
|--|--|-------|
| Respondent Award   | March 17, 2016                         |       |
| Contract Signing   | April 1, 2016 (or 15 days from award)  |       |
| Final Transition Work-plan Review and Approved by Exchange | April 16, 2016 (or 30 days from award) |       |
| Go LIVE Plan Review and Approved by the Exchange           | May 01, 2016 (or 45 days from award)   |       |
| Commence Staged Production Rollout/Call Intake             | June 15, 2016 (or 90 days from award)  |       |
| Final 2016/2017 Budget Targets                             | June 1, 2016                           |       |
| Final 2016/2017 Performance Targets                        | July 1, 2016                           |       |
| <b>Prior Vendor Contract Expiration</b>                    | <b>August 31, 2016</b>                 |       |
| OE 2016/17 Full Training and Hiring Commencement           | On or before August 1, 2016            |       |
| OE 2016/17 Training and Certifications Complete            | October 1, 2016                        |       |



|                    |                  |                      |
|--------------------|------------------|----------------------|
| OE 2016/17 Go LIVE | November 1, 2016 | Subject to CMS Order |
|--------------------|------------------|----------------------|

## 5. KEY PERFORMANCE INDICATORS (KPIs)

The Exchange maintains performance standards with its contracted vendors with portions of the Respondent's invoiced fees at risk for failing to meet these standards. Proposers are expected to understand the Exchange performance standards and include their acknowledgement to offer performance guarantees in their proposal. The Exchange will consider the Respondent's response to performance standards and will assess the strength of the performance standards they are willing to implement.

For finalists, Respondents should note that performance negotiations will take place before an award of business to ensure that there is a final understanding of the agreed upon standards.

The Exchange expects to conduct an annual assessment of call center performance immediately following OE and will provide Respondent with any changes to the KPIs, likely during the 2<sup>nd</sup> quarter of each calendar year with a targeted implementation date of July 1 of that year.

Respondent proposals should describe specific examples from other projects of its ability to be flexible and responsive in the performance management process.

The Exchange will require the selected Respondent to measure performance and report at agreed-upon intervals (e.g., monthly) and to arrange for annual independent audits to provide objective assessments of the Respondent's performance.

KPIs will measure (a) Service, (b) Quality, and (c) Efficiency. A list is provided below. KPIs and anticipated Exchange targets are in Appendix H and in the Requirements Traceability Matrix in Appendix B.

### A. Service Measures

These KPIs focus on service delivery. Some are associated with overall accessibility and others with speed of service.

#### 1) Accessibility

- a) Blockage
- b) Hours of Operation
- c) Abandons
- d) Self Service Availability

#### 2) Speed of Service

- a) Total Service Level
- b) Average Speed of Answer
- c) Longest Delay in queue

## **B. Quality Measures**

These KPIs focus on the quality of service, including call resolution and the actual process of a call.

### **1) Resolution**

- a) First Call Resolution rate
- b) Repeat Call rate
- c) Transfer rate
- d) Customer Satisfaction

### **2) Call Process**

- a) Etiquette
- b) Knowledge/Competency
- c) Error/Rework rate
- d) Adherence to Protocol

## **C. Efficiency Measures**

These KPIs focus on efficiency of service and how well the Exchange funding is being used to deliver services. Contact handling indicators measure the Respondent's ability to manage resources to provide services with a high level of efficiency. Other measures track Respondent's overall operational efficiency.

### **1) Contact Handling**

- a) Average Handle Time
- b) On Hold Time
- c) After Call Work Time

### **2) Resource/Cost Efficiency**

- a) Cost per Call – or- Budget Adherence
- b) Turnover rate

## **KPIs Not Achieved**

For any KPIs that are not achieved during a reporting period, the selected Respondent will be required to provide a written explanation detailing the reason(s) for the failure, the responsible manager, corrective actions to be taken, and the timeline to correct the issue and resume compliance with performance plan commitments. Corrective performance plans must be transmitted to the Exchange immediately upon the close of the affected performance measurement period and the Exchange must receive an acceptable plan before payment of any

invoices due to Respondent.

### **Performance Period**

It is anticipated that initial KPIs will be effective from contract signing through June 30, 2017. Respondent must agree to changes to the KPIs at the Exchange's request in response to financial or operating concerns of the Exchange and/or its stakeholders.

### **Measurement Criteria and Performance Audits**

The selected Respondent's compliance with KPIs will be verified using Respondent's internal reporting, Exchange data and/or Exchange assessments as deemed appropriate by the Exchange. In addition, upon the Exchange's request during the contract term and for 24 months after contract termination, the Exchange may require an independent audit by a mutually agreed upon auditor at the Respondent's expense.

At the end of each year, and all other performance periods as applicable, Respondent will compile its performance results in accordance with the Exchange's requirements. The Respondent will notify Exchange in writing if a KPI is not met. **The Respondent will have five (5) work days** to provide a written explanation for the Exchange's consideration if it believes the associated penalty should be suspended or adjusted. The Exchange will reduce its next payment to the Respondent by the penalty amount or, if necessary, Respondent will provide a refund to the Exchange.

Where the Respondent misses a KPI for multiple consecutive performance periods, the KPI penalty will be doubled from the previous month for each month during which the Respondent fails to meet the KPI.

## 6. VOLUMETRICS

To effectively transition the call center to a new vendor, the selected Respondent will need to ensure that its proposed solution is adequately sized and resourced. All proposed solution components must be capable of handling the Exchange's volume to meet the expected levels of performance – during both OE and post- OE annual cycles.

Respondent's solution must be capable of handling Exchange populations with the flexibility to adjust to usage patterns that will inevitably emerge. Appendix A—Tables and Figures provides relevant information on membership, call volumes, auto-renewal rates, new application rates and other data.

## 7. TRANSITION PLANNING

The selected Respondent will be responsible for developing a Go Live transition plan (the “Transition Plan”) for the Exchange’s advance review and approval; and executing the plan with minimal impact to the Exchange. The Transition Plan must address all activities necessary to transfer operations successfully from the Exchange’s current vendor, including all anticipated current vendor dependencies, milestones and resource requirements.

The Transition Plan must reflect a realistic schedule to complete tasks, provide deliverables, and meet defined milestones. The Transition Plan should define clearly the project scope and management, how Respondent will work cooperatively with all parties and how Respondent will communicate effectively with designated Exchange personnel.

The Transition Plan should identify and outline the how, when, and by whom the deliverables and activities will be accomplished and should detail all deliverables, milestones, tasks, subtasks, dependencies, issue/risk registry and mitigation process plans, with actual paths where necessary, along with completion dates necessary to implement and assume go live operations on time, including:

- **Planning** – Respondent should articulate clear expectations for Respondent, Exchange and DSS participation in planning that includes all phases of project work, for on-going input into each phase of the transition and risk analysis of impacts to the proposed solution.
- **Requirements** – Respondent will be expected to deliver a final transition plan that will capture detailed requirements, confirm any integration with and access to external applications, infrastructure and promote communication and effective transitions.
- **Configuration** – Respondent will be expected to verify that all third party, Exchange, DSS and any other external integrations are compatible, perform the necessary training, and help coordinate interface inputs and outputs among all involved parties.
- **Deployment** – Respondent will be expected to coordinate with all external entities and develop a written communication plan for the Exchange’s advance approval. The communication plan should include a “Go-Live” checklist to ensure a well-organized transition.

The Transition Plan must identify and address areas (for both GO LIVE and wind down phases) including, but not limited to:

- a) Procurement of office space location(s)
- b) Procurement and installation of any additional furniture, equipment, telephone and data lines dedicated to this project
- c) Establishment and implementation of logical and physical security protocols
- d) Transfer and organization of all call center documentation from current vendor

- e) Transfer of electronic data from current vendor
- f) Coordination of enabling or disabling access IDs
- g) Implementation of the standard operating procedure, generally accepted accounting procedures for tracking work units and billing, audit standards and security over the systems and transactions
- h) Hiring and training of staff
- i) Risk analysis and proposed solutions, with respect to each project deliverable
- j) Transfer of services from current vendor, including cutover dates for calls
- k) Transitioning all hardware and software (including identifying vendors, products, versions, whether or not platforms would be shared with other projects or dedicated to the Exchange's project and an assessment of benefits to, or limitations on, the Exchange of shared versus dedicated platforms).

End to End ("Go-Live") performance testing will begin during the transition period and is expected to test the readiness of Exchange business processes and Respondent's proposed solutions to ensure reliability of the call center. At a minimum, End to End performance testing it is expected to include:

- a) Testing with existing Exchange applications and services
- b) Validation of system set-up for transaction processing and user access
- c) Confirmation of correct use of systems in performing Exchange business processes
- d) Verification of performance of critical Exchange business functions
- e) Confirmation of the integrity of Exchange business process, data, services, and security, including system and data backup and recovery.
- f) Verification that all RFP requirements have been met (as defined in the RTM)
- g) Verification of speed of performance (all call center services and systems)
- h) Tracking and reporting of errors or failures identified during End to End performance testing
- i) Completeness of all documentation

If the Exchange, in its sole discretion, determines that the scheduled End to End performance test period does not allow for all Exchange business processes and Respondent platforms to be tested as agreed, then the Respondent will, at no charge to the Exchange, provide necessary resources to correct problems associated with transition until all systems and platforms are free from performance problems and meet all specifications defined in the RFP. If performance problems continue, damages may be assessed.

### **Wind Down Transitions**

Additionally, in order that the Respondent and the Exchange recognize the need to effect an orderly transition when the contract comes to its agreed upon termination or other terminating

events occur, the Exchange expects Respondents to be able to effect such a termination with an agreed upon Wind Down transition plan. Wind Down transition plans for termination will be expected as part of a final contract award. Respondent should however describe their overall approach and methodology to Wind Down as part of its proposal.



## 8. VALUE ADDED SERVICES

As a separate document, the Respondent should describe how other available services services will add value to the Exchange's call center operations. The Respondent should describe any unique capabilities it possesses for assisting the Exchange in achieving additional improvements, such as cost savings, and describe how it will make such capabilities available to the Exchange.

Examples might include Respondent's value added capabilities related to call center tools, knowledge, self service capabilities, telephony options, support of rationalization and transformation activities, and innovation.

If the Respondent has capabilities that are not specifically referenced in this RFP, but may have considerable value to the Exchange, the Respondent should describe those capabilities and how they may be applied to the Exchange solution in its proposal.

## 9. APPROACH & METHODOLOGY

The Respondent's proposal should have sufficient detail to ensure that the Exchange can understand and anticipate how the services will be transitioned and delivered based on the Respondent's best practices and experiences with other similar clients. As a part of its description of its proposed solution, Respondent should articulate:

### **A. Achievement of the Exchange Objectives**

The Respondent should describe how its approach and methodologies fulfill the Exchange objectives as described in this RFP.

### **B. Service Locations**

Respondent's call center locations must be located in the United States and must include at least one location within Connecticut. Call center personnel must be authorized to work in the United States. If the Respondent proposes a multi-location delivery model, it should describe touch points, physical environment, resource pyramid (i.e., mix of senior, mid, and junior level resources) by location, work at home arrangements, communication protocols, team experience levels, travel requirements, data security and any other relevant multi-location considerations. Additionally, please detail the method by which call center personnel productivity and quality is managed to ensure consistency across locations.

### **C. Processes and Methodologies**

The Respondent should describe the major processes, methodologies and tools that it will use to deliver and optimize the services. The Exchange is looking to Respondents to demonstrate its use of tools such as voice analytics and desktop analytics.

### **D. Quality Assurance and Control**

The Respondent should supply the Exchange with a Quality Assurance Strategy Plan detailing proposed performance tools, processes and knowledge management. The Respondent should provide details of its approach to measure and maintain high quality services. The Respondent should supply details of any industry-recognized quality standard to which it is, or will become, compliant (including a timeframe for compliance, if not already achieved), as well as any awards received over the last 24 months.

The Exchange is heightening its focus on Quality Assurance and seeks to incorporate the use of generally recognized industry standards such as ISO 9001-2015. Please indicate all quality programs that are externally measured (e.g., Six Sigma, ISO 9001-2015, IITIL, etc.) and how such certifications have contributed to process improvements for specific clients of the Respondent. The Exchange will assess the depth and standardization of the Respondent's quality assurance program by comparison to industry benchmark data. Respondents are encouraged to identify what sets them apart from their competition in this area.

### **E. Information Security, Data Privacy, and Sarbanes-Oxley (SOX) Compliance**

The Respondent must clearly detail its approach to managing information security, data privacy, and SOX compliance as part of its solution.

#### **F. Transition and Knowledge Transfer Plan**

The Respondent should detail the approval process and methodologies it will use to transition services from the Exchange's current vendor, including an explanation of the following:

1. Detailed transition methodology and philosophy, including approach to knowledge transfer and key aspects of risk-mitigation.
2. Transition roles and responsibilities (including expectations of involvement and commitment of the Exchange, State, current vendor and other business process outsources).
3. Expected Transition Plan deliverables (including identifying milestones and roles and responsibilities of the transition team for such deliverables).
4. Details of transition approach, including how Respondent determines:
  - a. Phase(s)
  - b. Timeline(s)
  - c. Service changes required to move from current vendor to Respondent
  - d. Process specific key Transition activities
  - e. Any off-site location requirements/impacts that must be considered
  - f. Communication approach, responsibilities and methods
  - g. Knowledge transfer approach, responsibilities and methods
  - h. Readiness testing/assessment approach, responsibilities and methods
  - i. Acceptance procedures, criteria, responsibilities and sign off authority
5. How Respondent will assist in developing an approach for successful transition governance between current vendor, Exchange and State.
6. Metrics that will be used to measure achievement of post-transition "Go-Live" state. Be specific as this is critical to the Exchange's evaluation of Respondent's transition management capability.
7. Overview of the Wind Down transition methodology and approach

#### **G. Training**

The selected Respondent will be expected to incorporate Exchange training components as well as Respondents own development training materials for customer service representatives (CSRs) and determine the appropriate method of delivering training (i.e., classroom, web-based, etc.) in consultation with the Exchange and DSS. The Respondent should describe its approach for developing a training plan for the Exchange's approval. Plan approval should be concurrent with contract signing. Included within this plan, the Respondent should provide its approach to addressing CSRs that fail to demonstrate the required skills and knowledge. Refer to Appendix B: Requirements Traceability Matrix for more detail about the Exchange's training requirements.

#### **H. Data Access, Reporting and Delivery**

As part of the transition phase, the selected Respondent must collect, store, analyze and prepare to report data described in this RFP and work with Exchange staff to validate ongoing data access and reporting needs.

The Exchange wants to ensure that its customers are provided with timely and accurate customer service. This requires a rigorous adherence to performance standards, as outlined in this RFP. Respondent must maintain and make available to the Exchange all productivity and quality assurance data at the CSR, work unit and location levels.

The Exchange anticipates that a variety of standard reporting practices and analytical deliverables will be established to either comply with applicable ACA requirements or meet the Exchange's ongoing business needs. All Exchange telephonic and other transaction data must be collected, stored and be readily retrievable at the customer call level. Examples of Exchange data access and reporting requirements include use of Respondent services, performance metrics, transactional metrics and trends in customer issues and complaints.

The Exchange requires the ability to directly access its call center data independently and on demand; as well as the delivery of ad hoc reports that can be produced based on available data collected by the Respondent across all voice and data stores held on behalf of the Exchange in the Respondent's systems at the Exchange's request. Respondent should be prepared to respond on a timely basis to provide this management reporting to the Exchange.

Access to the Respondent's real time dashboards will be installed at the Exchange's offices. Dashboards will stream real time views of production, quality and workforce data for all Respondent staff providing services. A minimum of three (3) distributed access points will be available on a visual only basis – one access point will have query and analytic access. Refer to Appendix B: Requirements Traceability Matrix for more detail about the Exchange's requirements.

#### **I. Disaster Recovery / Business Continuity**

Respondent should provide sufficient detail to allow the Exchange to assess Respondent's capabilities in the face of an event that impacts the Respondent's ability to deliver call center services. The proposal should address:

- Respondent's data back-up recovery process and controls.
- Provision of continuous operations of the services (including the underlying systems for which the Respondent is responsible)
- The Exchange's expected involvement in developing the disaster recovery plan
- The Exchange's expected involvement in any actual recovery processes
- Incorporation of the Exchange's corporate standards/expectations for disaster recovery into the initial and on-going disaster recovery plans which will be provided.
- Disaster recovery testing and expected Exchange participation in such testing.
- Risks and liabilities to be assumed by the Respondent, the Exchange and/or the State.

**J. Expected Integration with HIX System**

The selected Respondent will configure a B2B VPN tunnel with assistance from the State's hosting service. Static IPs will be provided by the State which will be used by the selected Respondent within the proposed solution.

**K. Governance Approach**

The Exchange believes that the joint governance operating model is critical to the success of outsourcing the call center services. The Respondent should describe its governance operating model including governance hierarchy, contract administration, executive issue escalation (above assigned account manager), performance monitoring and reporting, project management, financial management, decision rights between the parties, interfacing with the functions, and other Exchange stakeholders.

The Respondent should include enough detail to differentiate its best practices and operating models on governance structure and protocols (steering committees, communication tools, issue tracking, meeting type and frequency, etc.), relationship touch-points and checkpoints, service delivery policy/procedures/process descriptions and tools. Be specific about any ready-to-deploy web-based tools, or third-party tool provider arrangements and/or alliances that will provide additional value to the management and alignment of the relationship between the Exchange, the Respondent and key stakeholders.

## **10. PROGRAM IMPLEMENTATION TIMELINES**

Provide a high-level description of the Respondent's envisioned timeline for this project. The timeline should be based on a full project plan and include all of the necessary milestones and deliverables.

The Respondent should provide a description of the major tasks to be performed, by phase and with associated deliverables, and must utilize any provided key dates, milestones and associated deliverables outlined in this RFP.

The Respondent should provide work plans in MS Project format. Submitted plans must detail the tasks and activities, durations, dependencies, and resources based on the proposed approach and methodology, which will be executed to meet the dates and create the noted deliverables, complete the call center roll-out, and manage call center operations in the timeframes set out by the Exchange.

## 11. STAFFING REQUIREMENTS

Provide a brief summary of the Respondent's proposed staffing plan, identifying the number of staff required to support this project and whether a staff member will be dedicated to this project on a full-time equivalency basis. (The Exchange expects dedicated resources committed to this project and its timely success.)

Respondents must:

- Provide an organizational chart showing the Respondent's team and how it will interact with the Exchange and its other stakeholders and vendors as required. List all roles and key resources proposed for both transitional and ongoing operations.
- Describe the Respondent organization, generally.
- Identify the key executive (beyond direct account manager) who will ensure resolution of issues that have not been addressed to the Exchange's satisfaction.
- Identify Respondent's proposed call center Manager for this project. The call center Manager must have:
  - A minimum of five (5) years of experience in managing health service call centers, including performing and maintaining appropriate service levels and quality to all users, customers and stakeholders.
  - A minimum of seven (7) years of experience in call center operations. Emphasis on health services is desired.
  - Demonstrated knowledge of the business architecture, information architecture, and technical architecture standards and guidance from the ACA, the federal government's guidance for Exchanges, and key components of National Informative Exchange Model ("NEIM").
  - Experience in a Medicaid, ACA health insurance exchange or other government health service call center.
- The Exchange reserves the right to interview, screen, and approve or deny all staff proposed for this assignment and request references.
- The Exchange reserves the right to request reasonable changes to specific team resources because of their availability, qualification, skill-sets, and quality of work products and deliverables.
- Resumes must be provided (as an appendix) highlighting relevant skills and qualifications of all key staff proposed. The Respondent must demonstrate its team's ability to deliver the proposed solution.
- A minimum of three (3) client references for all key staff and executives proposed (Name, title, phone, e-mail, and project). References should be limited to those that have worked directly with the individual for no less than eighteen (18) months and whose experience has occurred in the period from 2013 through the date of this RFP.

Two of these references would ideally be from the list of Respondent Client references provided in Appendix J—Responder Qualifications.



## 12. ALIGNMENT TO EXCHANGE REQUIREMENTS

The Respondent should complete the Requirements Traceability Matrix (“RTM”) grids in Appendix B to indicate their proposed solution’s level of fit with specific Exchange requirements.

Respondent will be required to submit completed set of RTM grids as part of its proposal. The RTM process requires that:

- Respondent will perform a self-assessment on its ability to meet requirements.
- For each subsection outlined, the Respondent must indicate with an "X" how current capabilities being proposed meet the requirements as written by the Exchange.
- The Exchange will assume that any requirement in a RTM grid that the Respondent fails to respond to, cannot be met by Respondent.

Respondent should use the following descriptors to describe its ability to meet requirements:

|  |  |
|--|--|
| <b>Meets the Requirement<br/>“MTR”</b>                           | Meets all requirements as written in the sub-section (e.g., well-defined support system, flexibility, considerable implementation experience, has performed function in previous capacity)   |
| <b>Requires minor modification<br/>“RMM”</b>                     | Demonstrates capabilities to meet requirements with slight adjustments (e.g., well-defined approach / plan to meet requirements with adjustments, performed similar but not exact function in past projects) to Respondent’s standard configuration of call center services. |
| <b>Requires significant modification<br/>“RSM”</b>               | Current Respondent standard configuration does not demonstrate capabilities to meet requirements as written (e.g., insufficient support, no functionality built to meet requirement) and would have to make major changes in order to comply.                                |
| <b>Does not comply or unable to deliver capability<br/>“DNC”</b> | Not able to comply – or - No capability - or - no response provided  |
| <b>Respondent Notes and Considerations on Capabilities</b>       | This section is not mandatory. Please include any notes for consideration concerning the self-assessment; may include examples of demonstrated experience executing the requirement in previous projects.  |

### 13. RESPONDENT SCOPE & SERVICE EXCLUSIONS

Respondents should detail all assumptions and exclusions upon which its proposal is based.

In particular, please disclose any exclusion in the following areas:

- Data Access and Reporting
- Integration with Exchange Customer Transaction system and data (HIX)
- Data Capture and Information Storage down to a CSR level and consumer call level
- IVR Capabilities
- Staffing
- Reporting
- Data Security
- Expansion of Future Services (for example: SNAP, TANF, EBT, 1095 ASSISTANCE)
- Third Party contract rights/limitation(for all shared platforms on services proposed)
- Change Management flexibility

## 14. PRICING PROPOSALS

The Exchange seeks proposals that incorporate the following pricing models:

- A fixed price for transition design and implementation
- Per member per month (PMPM) pricing for ongoing operations, quoted separately for QHP and Medicaid call volumes; pricing options should include both full CRM support over the term of the Contract and pricing that excludes CRM support at some point during the duration of the Contract.

### **A. Transition Design and Implementation Costs**

Transition design and implementation components and costs shall be itemized. If there is more component and cost information that the Respondent will be factoring into their proposal – Respondent should prepare and submit those itemized components and costs as an addendum to the price.

The Exchange wishes to spread out the costs of transition as follows: 25% within thirty (30) days of contract signing and Exchange's written acceptance of the Transition Plan; 35% upon "GO LIVE" platform certification, including that Customer Service Representatives (CSRs) have completed agreed upon training and have been certified as "Ready" by the Exchange and DSS as required; the final 40% spread out over quarterly payments through the end of the contract period.

The Respondent should consider in their proposal for transition pricing, the costs for transitioning actual calls (call "ramp up") from current vendor to adequately test and assess Respondent's ability to "GO LIVE" in accordance with the agreed upon work plan, certifications and milestones.

Respondent should prepare its pricing/cost proposal using the formats provided in Appendix D – Pricing/Cost Proposal Submission. However, if there is additional cost or component information that would clarify the Respondent's costs, pricing addenda may be prepared. Any such addenda should be clearly defined as to what it covers and what the Exchange must consider.

### **B. Ongoing Operations**

Respondents must enter a price proposal for each year of operations, with operations years running from July 1 through June 30.

For the ongoing operations period, reimbursement for services will be provided on a "Per Member Per Month" (PMPM) basis. The PMPM payment shall be inclusive of *all* costs. The Respondent shall include PMPM rates for ranges of Exchange enrollment, which will be used to

evaluate and compare the proposals, and shall serve as the basis for contract negotiations with the Exchange.

PMPM pricing (payment) will be calculated based on the progressive sum of the number of Members multiplied by the PMPM rate for that tier (*e.g.*, for 85,000 Members, the total payment will be 75,000 multiplied by the corresponding “1 – 75,000” PMPM rate, plus 10,000 multiplied by the corresponding “75,001 – 85,000” PMPM rate).

### **C. KPI/SLA Changes**

Respondent must provide impact of Exchange changes to KPIs/SLAs as they will be made at a minimum annually and from time to time based on operational and budget drivers within the Exchange or the State. Respondent needs to clearly provide the specific changes in PMPM pricing that are associated with any of the KPI/SLA changes that the Exchange may make. A pricing impact grid has been included in Appendix D. Respondents should address changes in pricing that may be associated with not only the areas indicated in the KPI/SLA Change Impact grid – but add any other KPI/SLA changes that would impact PMPM pricing.

### **D. Rate Card**

Respondents must include a rate card providing the hourly rates for all Respondent personnel and for any third party vendors that the Respondent proposes to use in performing the Contract.